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ABSTRACT

Information on the age and tenure status of instructional and research employees in Missouri higher education institutions for 1978-79 is summarized, including employees who devoted at least 50 percent of their time to instruction, research, or a combination of the two activities. Information in three topical areas considered important to statewide and institutional policy are presented: (1) age and tenure distribution of full-time instruction/research employees in Missouri higher education as a whole; (2) tenure status of full-time instruction/research employees in Missouri higher education institutions; and (3) age and tenure status of full-time instruction/research employees in each sector of Missouri higher education. The data indicate that a majority of the reported employees are under 45 years of age and one-quarter are under 35 years of age. It is also noted that 85 percent of the 25-34 year age group have not been granted tenure, whereas over 60 percent of the 35-44 year age group have tenure. The University of Missouri system has the highest percent of tenured instruction/research employees of the institutions compared in this report. In light of the data presented, it is concluded that the long-range continuing education needs and planning for faculty members should be given important consideration. (Author/SF)

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Missouri Department of Higher Education

RESEARCH AND PLANNING SERIES
REPORT 79-5

AGE AND TENURE STATUS OF INSTRUCTION/RESEARCH EMPLOYEES IN MISSOURI HIGHER EDUCATION INSTITUTIONS 1978-79

by
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August, 1979

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PREFACE

This report is the fifth in the 1979 Research and Planning Series published by the Missouri Department of Higher Education. It summarizes and analyzes information on the age and tenure status of instruction/research employees reported to the Department for the first time in 1978 as part of the information system. The Research and Planning Series is intended to present timely information and analysis for institutional and state-level policymakers in Missouri higher education.

TABLE OF CONTENTS

		PAGE
List of Tables		iv
List of Figures		v
I.	Introduction	1
	Context for Policy	7
II.	Age of Faculty	9
III.	Tenure by Institution	12
IV.	Age and Tenure by Sector	17
	University of Missouri	17
	State Four-Year Institutions	18
	State Two-Year Institutions	19
	Independent Institutions	20
	Professional and Technical Institutions	21
V.	Conclusions	22
	Appendix	25

TABLES

		PAGE
Table 1.	Full-Time Instruction/Research Employees, Age and Tenure Status, All Institutions, 1978-79	10
Table 2.	Full-Time Instruction/Research Employees, Percent Tenured by Institution, 1978-79	13
Table 3.	University of Missouri, Full-Time Instruction/Research Employees, Age and Tenure Status, 1978-79	17
Table 4.	State Four-Year Institutions, Full-Time Instruction/Research Employees, Age and Tenure Status, 1978-79	18
Table 5.	State Two-Year Institutions, Full-Time Instruction/Research Employees, Age and Tenure Status, 1978-79	19
Table 6.	Independent Institutions, Full-Time Instruction/Research Employees, Age and Tenure Status, 1978-79	20
Table 7.	Professional and Technical Institutions, Full-Time Instruction/Research Employees, Age and Tenure Status, 1978-79	21

FIGURES

		PAGE
Figure 1.	Age of Full-Time Instruction/Research Employees in Missouri Higher Education, 1978-79	4
Figure 2.	Tenure by Age Group, Full-Time Instruction/ Research Employees in Missouri Higher Education, 1978-79	5
Figure 3.	Full-Time Instruction/Research Employees in Missouri Higher Education, 1978-79	6

AGE AND TENURE STATUS OF INSTRUCTION/RESEARCH EMPLOYEES IN MISSOURI HIGHER EDUCATION INSTITUTIONS, 1978-79

I. Introduction

The instruction/research staff are among the most important and valuable resources in higher education institutions. While coordinating and governing boards and campus administrators all play a role in determining the missions of the institutions, instruction/research employees are directly responsible for carrying out these missions. The collective impact of the instructional faculty on the strength of the institutions cannot be underestimated. In recognition of their importance, salary expenditures for instruction/research employees comprise one of the largest components of college and university budgets. The purposes of this report are to examine the status of instruction/research employees in Missouri higher education institutions with respect to their age distribution and tenure status, and to consider the implications of the present structure of age and tenure status of these individuals for the future of the institutions.

In Missouri, information on the age and tenure status of instruction/research employees has been collected for the first time as part of the state-level information system implemented during the past year. Instruction/research professionals are employees whose primary assignments are for the purposes of instruction and/or research; in most colleges this refers to the teaching faculty. In the larger and more complex institutions, instruction/research employees may also include some specialized research personnel. Full-time administrators are not included in the instruction/research manpower classification category. The instructions for completing the data collection form defined this category of employees as follows: "Individuals employed for the primary purposes of performing instruction, research, or both activities. To be included in this category, individuals should devote 50% or more of

their time to instruction, research or the combination of those activities."* In this report the terms "instruction/research employee" and "instructional faculty" are used inter-changeably.

Since fall 1978 was the first year for information on the age and tenure status of instruction/research employees, trend analysis is not possible at this time. When, in the future, several years' data are available, trends with respect to age and tenure status of faculty will be analyzed in subsequent reports on this topic. A few comments should be kept in mind when reviewing the data included in this report. First, three institutions--Saint Louis University, Park College, and Cottey College--did not complete the MDHE Form 11-O, which requires information on instruction/research employees' age and tenure status, in time to be included in this report. Second, on review of this year's information, some inconsistencies in the interpretation of the definition of tenure were discovered, primarily as applied to the state-supported two-year institutions in Missouri. Some of these institutions do not formally grant tenure. Third, medical school faculty and laboratory school employees are excluded from this report, and some institutions excluded research employees whose assignments are not at least half in instruction. Fourth, only full-time instruction/research employees are reported on MDHE Form 11-O. Finally, while the overall quality of the information provided by the institutions to the Department of Higher Education on age and tenure is apparently very high, the data have not been verified by the institutions.

This report summarizes the basic data reported to the MDHE on Form 11-O. Information in three topical areas considered important to state-wide and institutional policy are presented:

1. Age and tenure distribution of full-time instruction/research employees in Missouri higher education as a whole;
2. Tenure status of full-time instruction/research employees in Missouri higher education institutions; and
3. Age and tenure status of full-time instruction/research employees in each sector of Missouri higher education.

*For detailed definitions see A Manual for Budgeting and Accounting for Manpower Resources in Postsecondary Education, GPO, 1970.

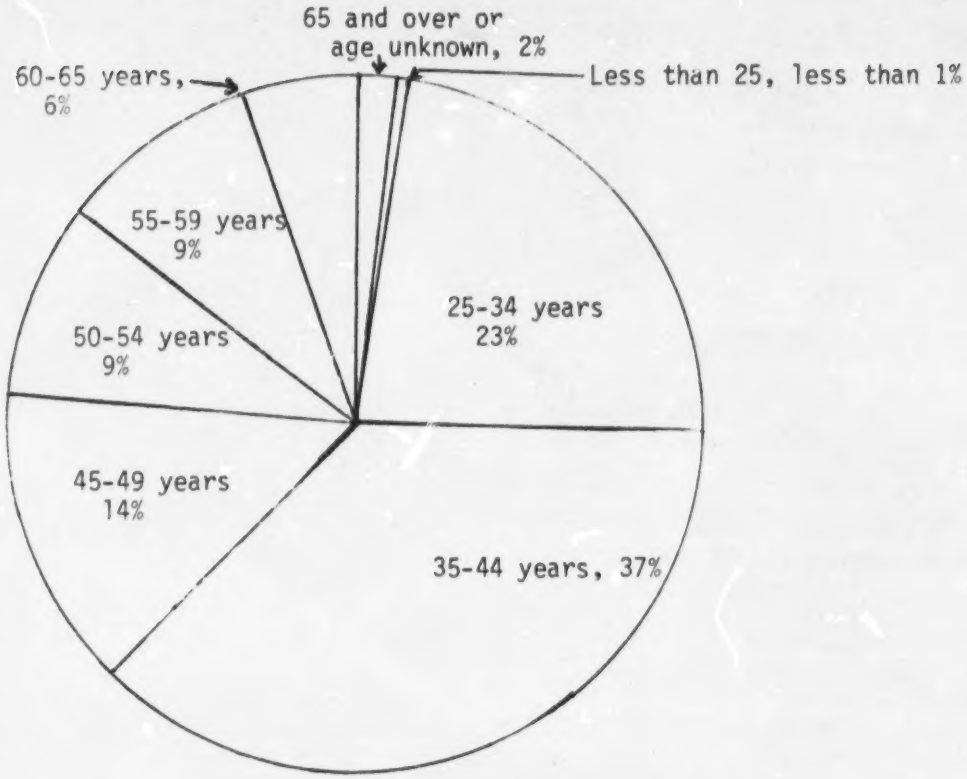
Figure 1 on page 4, illustrates the importance of the age distribution of instruction/research employees. About 60% of the instructional faculty in Missouri higher education are below the age of 45. Over one-third of the faculty are between 35 and 44 years; almost one-quarter are under 35 years. In contrast, those between 55 and 65 years comprise about 15% of the total faculty, with 23% between the ages of 45 and 54. The major implication of the current age distribution data of Missouri instruction/research employees is that the present faculty is relatively young and, depending on the tenure decisions made during the next several years, is likely to constitute the majority of the faculty for the next two to three decades.

Figure 2, page 5, illustrates the importance of the tenure status of instruction/research employees. It shows the proportion of those faculty who have been granted tenure relative to those who are eligible for tenure (on the tenure "track") but who have not been granted tenure. The 25-34 and 35-44 age cohorts include the largest numbers of faculty who do not have tenure. Further, as would be expected, the proportion of faculty with tenure increases with each successive age cohort, with the oldest age groups having the highest proportion with tenure. The clear major implication of this information on the tenure status of faculty, is that tenure decisions regarding faculty below the age of 45, the largest group of untenured faculty, will have a much greater impact on the future flexibility of institutions than retirement of older faculty.

Figure 3, page 6, illustrates the distribution of instruction/research employees by institutional sector, for Missouri higher education. Over two-thirds of the full-time instruction/research employees are in the state-supported sector of higher education, with about one-quarter at the University of Missouri, 29% at the other state four-year institutions, and 13% at the state two-year institutions. An additional 30% are employed by institutions in the independent sector, and 3% are employed in professional and technical institutions. More detailed analysis of the age and tenure status of faculty in each sector of institutions, included in subsequent sections of this report, show that

FIGURE 1.

AGE OF FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES
IN MISSOURI HIGHER EDUCATION, 1978-79

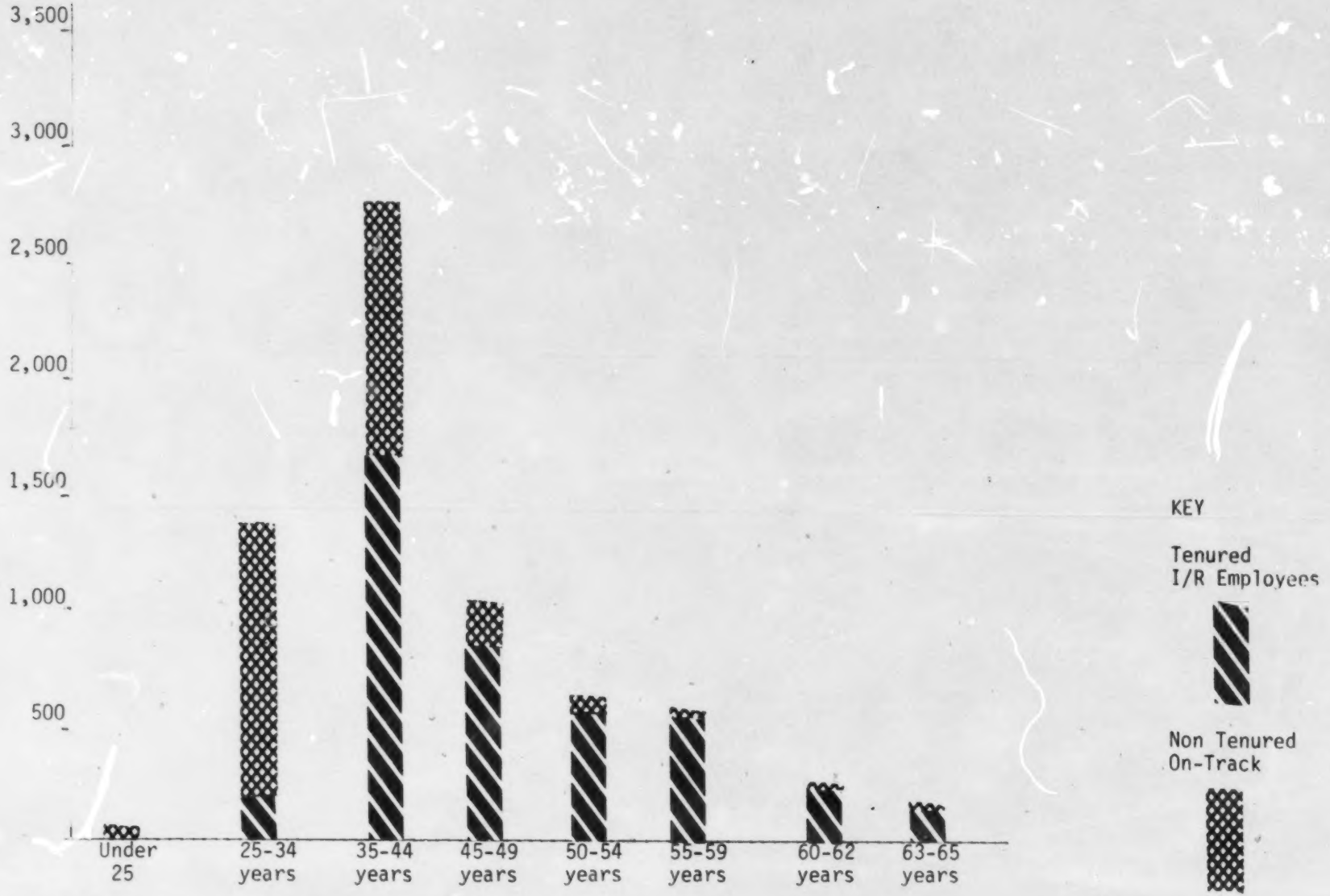


FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES = 8,259

Source: MDHE Form 11-0, Fall 1978

FIGURE 2.

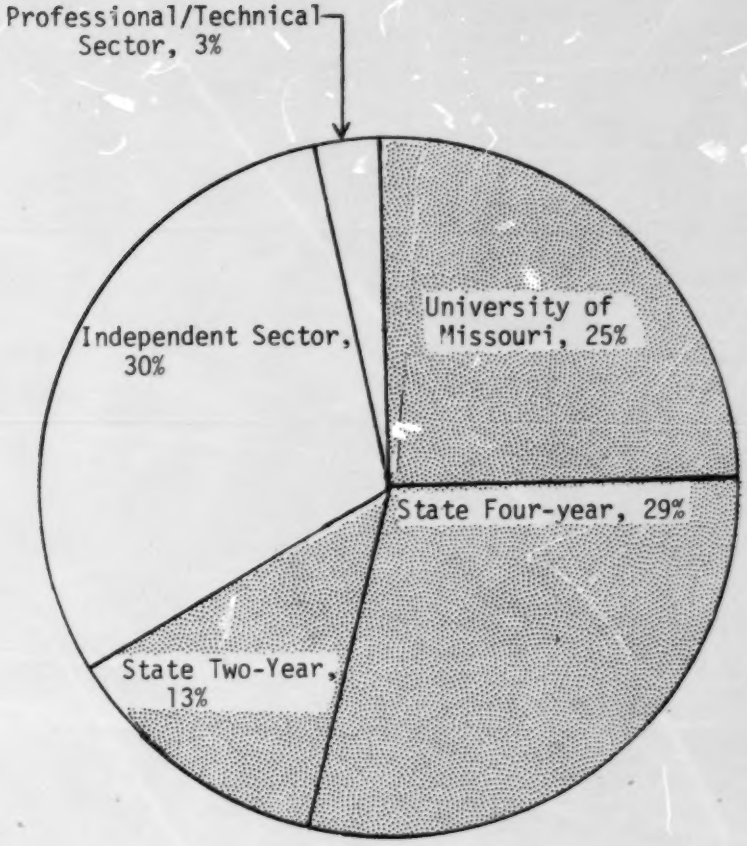
TENURE BY AGE GROUP, FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES
IN MISSOURI HIGHER EDUCATION, 1978-79



Source: MDHE Form 11-0, Fall 1978

FIGURE 3.

FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES
IN MISSOURI HIGHER EDUCATION, 1978-79



REPORTED FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES = 8,259

Source: MDHE 11-0, Fall 1978

there are some significant differences in the age and tenure status of faculty between and within sectors. State-wide and institutional planning regarding tenure and faculty development should take into account this diversity.

Context for Policy

Master Plan III for Postsecondary Education in Missouri (MP III) considers the changing policy context facing higher education in the state. The prospect of enrollment decline and its implications for state-wide and institutional planning were considered in MP III. Regarding the future impacts of enrollments on instructional programs in Missouri higher education, MP III recommends:

> When program enrollments fall below a certain size, questions should be raised about their retention. This is primarily an institutional concern, but the Coordinating Board has an overall state responsibility, particularly in public higher education. (p. 92)

Further, regarding the implications of these trends for institutional tenure policies, MP III recommends:

> Governing boards should develop tenure policies which, in the case of a significant reduction in faculty, will preserve the future strengths of the institutions. (p. 92)

Information reported to the MDHE as part of the new state level information system, including the data contained in this report, will be useful in informing future policy decisions in these areas. The first report in the Research and Planning Series, Fall Enrollment, 1978, (Report 79-1), clearly showed that enrollments have already begun to decline in Missouri and that each sector of institutions is experiencing the effects of this situation. Regarding future tenure policies, this

report raises some issues with important implications that should be considered by the reader. Specifically these include:

1. Overall, the current instructional faculty in Missouri higher education are relatively young. While there are some differences in the faculty age distribution by sector and by institution in each sector, these differences are relatively minor, with the majority of faculty in most institutions being below the age of 45.

2. Instructional faculty are already highly tenured. Most of the instructional faculty already have been granted tenure. Higher portions of faculty in the older age groups have tenure. Sixty percent of those between 35 and 44, the largest cohort, have already been granted tenure.

3. There are some differences in the age and tenure status of faculty in Missouri institutions. Different tenure policies apply to individual instruction/research employees in different institutions and in different sectors. In the state sector, the University of Missouri has the highest portion of instructional faculty with tenure, while the two-year institutions have relatively lower portions of faculty with tenure. To the extent institutions have flexibility with respect to the use of tenure decisions to create new faculty positions or to reduce faculty size, these decisions will have the largest impact on faculty below the age of 45. Some institutions have more flexibility regarding tenure decisions than others.

II. Age of Faculty

A summary of all full-time instruction/research employees reported by Missouri higher education institutions in the fall of 1978 for the academic year 1978-79 is presented in Table 1. These employees are classified by age and tenure status. A total of 8,259 instruction/research employees were reported. Well over half, 60.0%, of those eligible for tenure have been granted tenure. Hereafter in this report, the term "percent with tenure" will refer to the percentage of those eligible for tenure who have been granted tenure. The number "eligible for tenure" constitutes the sum of those reported on MDHE 11-O as tenured and those reported as non-tenured on-track. It will be noted when large proportions of the instruction/research employees are not eligible for tenure. The designation "on-track" included in the general tables refers to instructional faculty eligible for tenure.

The majority of the reported instruction/research employees, 60.3%, are under 45 years of age. Almost one-quarter of Missouri instruction/research employees are younger than 35 years of age. An additional 37.1% are between the ages of 35 and 44. Eighty-five percent of the 25 to 34 year age group have not been granted tenure. The proportion of those with tenure jumps dramatically in the next age group, however. Over 60% of the 35 to 44 year age group have been granted tenure. Tenure proportions of faculty over 45 years are even higher, with over 77% of every age group between 45 and 69 having been granted tenure.

A very small percentage of faculty, slightly over 1%, are older than the traditional retirement age of 65 years. The percentage of faculty who are near retirement age, between 60 and 65, is slightly over 5% of the total. Most of these older faculty, those over 60 years of age, have tenure. However, given the relatively low number of faculty in this age group, turnover due to retirement in the next five years will likely be relatively low. In this context, tenure decisions are a vital part of institutional policy regarding future budget commitments. To the extent

TABLE 1. FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES, AGE AND TENURE STATUS, ALL INSTITUTIONS, 1978-79

Age	All I/R Employees	Percent in age group	Tenured I/R Emp.	Non-tenured On-track	Total I/R On-track	Percent Tenured
Less than 25	48	0.6	1	31	32	3.1
25-34 Years	1,370	22.6	216	1,222	1,438	15.0
35-44 Years	3,062	37.1	1,673	1,088	2,761	60.6
45-49 Years	1,176	14.2	835	242	1,077	77.5
50-54 Years	791	9.6	592	140	732	80.9
55-59 Years	714	8.7	575	97	672	85.6
60-62 Years	283	3.4	239	23	262	91.2
63-65 Years	182	2.2	146	16	162	90.1
66-69 Years	77	0.9	51	11	62	82.3
70 and Over	15	0.2	5	3	8	62.5
Age Unknown	41	0.5	2	18	20	10.0
TOTAL	8,259	100.0	4,335	2,891	7,226	60.0

Source: MDHE Form 11-0, Fall 1978

that new faculty positions will become available in most institutions, it will most likely be through careful attention given to the tenure process and to tenure decisions affecting instruction/research employees currently below 45 years of age. These people, at least those granted tenure, will be employed by the institutions for 20 years or more and, depending on the number granted tenure, the actual make-up of the faculty in Missouri higher education institutions may well be established today and static for the next two decades.

There is, of course, another factor that needs to be considered in a discussion of age of faculty. As the faculty currently between 25 and 44 years progress through the life cycle, their interests, needs and aspirations may well change. There is, indeed, a potential for the institutions, and to a lesser extent the State of Missouri, to anticipate the needs of faculty as they mature. A significant portion of institutional budgets are committed for the next two decades due to the relatively young age and high rate of tenure of the instructional faculty. When this is taken into consideration, the importance of responding to the changing interests of faculty may take on a new significance. This report does not consider the concept of faculty development and how the objectives of institutions and of individual faculty might be met. However, as planners look at the overall picture in Missouri, this is clearly a very important issue for the future. The greatest potential for flexibility with respect to future curriculum changes may well rest in the flexibility, the openness to change and, perhaps, even the changing interests of individual faculty.

III. Tenure by Institution

The overview of faculty age and tenure status presented in the prior section provides base-line information about age and tenure status of instruction/research employees in all higher education institutions in Missouri. There is considerable variation in the tenure rates between the independent and state sectors as well as within each sector. Table 2 presents a summary of the number and percent of instructional faculty with tenure in each institution in the state-supported and independent sectors, as well as for the special-purpose institutions classified as professional and technical institutions.

As shown in Figure 3, page 6, about two-thirds of the reported full-time instruction/research employees are in the state sector. The four campuses of the University of Missouri reported 2,050 instruction/research employees. (This number does not include those persons whose full-time assignment is research.) Almost three-quarters of those individuals at University of Missouri campuses who are eligible for tenure (1,944) had been granted tenure. Of the UM campuses, UMR has the highest tenure rate, 87.7%, and UMSL has the lowest with 64.4%.

At the other state four-year institutions, which reported 2,370 total faculty, only 64.3% of those eligible for tenure (2,015) had been granted tenure. There is a wide variation, however: Harris-Stowe has the highest percent tenure, 80.0%, while Southern has the lowest percentage with tenure, 42.6%. Because of the transition process at Harris-Stowe, which has become a state college during the past year, this percentage may decrease.

In contrast, at the state two-year institutions, which reported 1,123 total faculty, only 32.2% of the eligible faculty had been granted tenure. There is a wide variation in the tenure policies at the state two-year institutions--at many campuses tenure is not applicable, as indicated on Table 2--which, in part, accounts for the low total percentage of faculty with tenure. At the St. Louis Community Colleges, instructional faculty are granted multi-year contracts, which provides

TABLE 2. FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES, PERCENT TENURED BY INSTITUTION, 1978-79

	All I/R Employees	Tenured I/R Emp.	Non-tenured On-track	Total I/R On-track	Percent Tenured
STATE SECTOR					
University of Missouri					
UMC	946	680	228	908	74.8
UMKC	462	322	112	434	74.2
UMR	299	260	35	285	87.7
UMSL	343	204	113	317	64.4
Subtotal	2,050	1,456	488	1,944	74.9
State Four-Year					
Central	439	269	162	431	62.4
Harris-Stowe	45	36	9	45	80.0
Lincoln	139	52	43	95	54.7
Southern	153	60	81	141	42.6
Western	142	75	67	142	52.8
Northeast	240	153	44	197	77.7
Northwest	278	151	69	220	68.6
Southeast	406	178	63	241	73.9
Southwest	528	322	181	503	64.0
Subtotal	2,370	1,296	719	2,015	64.3
State Two-Year					
Crowder	27	--	--	--	NA
East Central	46	--	--	--	NA
Jefferson	80	39	41	80	48.8
Metropolitan					
Longview	61	60	1	61	98.4
Maple Woods	38	38	--	38	100.0
Penn Valley	115	104	11	115	90.4
Pioneer	12	1	11	12	8.3
Mineral Area	49	--	--	--	NA
Moberly	25	13	12	25	52.0
St. Louis Comm. Col.*					
Florissant Valley	183	--	183	183	0.0
Forest Park	174	--	174	174	0.0
Meramec	176	--	176	176	0.0
State Fair	57	--	--	--	NA
Three Rivers	46	29	10	39	74.4
Trenton	34	18	16	34	52.9
Subtotal	1,123	302	635	937	32.2
TOTAL STATE	5,543	3,054	1,842	4,896	62.4

*St. Louis Community College Central Administration reported two full-time instruction/research employees.

TABLE 2. (CONTINUED)
PAGE 2

	All I/R Employees	Tenured I/R Emp.	Non-tenured On-track	Total I/R On-track	Percent Tenured
INDEPENDENT SECTOR					
Independent Universities					
Saint Louis University	NR	NR	NR	NR	NR
Washington University	1,155	629	388	1,017	61.8
Subtotal	1,155	629	388	1,017	61.8
Independent Four-Year					
Avila	75	1	74	75	1.3
Cardinal Newman	5	--	--	--	NA
Central Methodist	83	36	26	62	58.1
Columbia	53	32	21	53	60.4
Culver-Stockton	36	25	11	36	69.4
Drury	58	36	22	58	62.1
Evangel	51	27	24	51	52.9
Fontbonne	60	25	35	60	41.7
Hannibal-LaGrange	22	--	--	--	NA
Lindenwood	49	30	19	49	61.2
Maryville	46	13	33	46	28.3
Missouri Baptist	20	--	--	--	NA
Missouri Valley	27	16	11	27	59.3
Park	NR	NR	NR	NR	NR
Rockhurst	79	42	37	79	53.2
School of Ozarks	77	45	32	77	58.4
Southwest Baptist	73	34	39	73	46.6
Stephens	133	69	64	133	51.9
Tarkio	31	11	4	15	73.6
Webster	72	21	51	72	29.2
Westminster	48	27	17	44	61.4
William Jewell	83	47	36	83	56.6
William Woods	54	24	30	54	44.4
Subtotal	1,234	561	585	1,146	49.0
Independent Two-Year					
Cottey	NR	NR	NR	NR	NR
Kemper	3	--	--	--	NA
St. Mary's	24	--	--	--	NA
St. Paul's	23	13	10	23	56.5
Wentworth	32	--	--	--	NA
Subtotal	82	13	10	23	56.5
TOTAL INDEPENDENT	2,471	1,203	983	2,186	55.0

TABLE 2. (CONTINUED)
PAGE 3

	All I/R Employees	Tenured I/R Emp.	Non-tenured On-track	Total I/R On-track	Percent Tenured
PROFESSIONAL AND TECHNICAL SECTOR					
K.C. Art Institute	43	22	21	43	51.2
K.C. College of Osteo. Med.	55	4	--	4	100.0
Kirksville College of Osteo. Med.	23	3	19	22	13.6
Linn Tech.	45	32	13	45	71.1
Logan	20	2	0	2	100.0
Mo. Inst. of Tech.	11	--	--	--	NA
St. L. Col. Pharm.	44	15	13	28	53.7
St. L. Cons. Music	5	--	--	--	NA
TOTAL PROFESSIONAL AND TECHNICAL	245	78	66	144	54.2
GRAND TOTAL	8,259	4,335	2,891	7,226	60.0

NA: Not Applicable
NR: Not Reported

Source: MDHE 11-0, Fall, 1978.

a form of employment security. These factors suggest that for the two-year institutions, the 32.2% figure is misleading, and that these institutions do not have the flexibility this low figure implies. Overall, in the state-supported sector, 62.4% of the instruction/research employees have been granted tenure.

In the independent sector, where there were 2,471 total full-time instructional faculty reported, of the total eligible for tenure (2,186), 55.0% have been granted tenure. It should be pointed out, however, that the three institutions not reporting were in the independent sector. One of these institutions, St. Louis University, is one of the largest independent institutions and, therefore, it is reasonable to expect that the percentage of Missouri's faculty who are in the independent sector is larger than the 29.9% of the total reported here. At Washington University, the only independent university included in this report, tenure has been granted to 61.8% of the eligible faculty. In contrast, only 49.0% of the eligible faculty have tenure in independent four-year institutions. Only one of the four-year institutions in the independent sector, Tarkio, has granted tenure to over 70% of the faculty eligible for tenure. The independent two-year institutions have granted tenure to 56.5% of their eligible faculty; however, only 23% of 82 reported faculty are eligible.

In the professional and technical sector, 54.2% of the eligible instructional/research employees have been granted tenure. However, only 144 of the 245 faculty reported by these institutions were reported to be eligible for tenure.

IV. Age and Tenure by Sector

This section provides detailed information on the age and tenure status of faculty in the University of Missouri system, the other state four-year institutions, the state two-year institutions, the independent institutions and the professional and technical institutions. This discussion is presented in order to provide some comparative information about age and tenure status of faculty in each of these groups of institutions. The appendix provides information presented by institution with calculations of percentages of instruction/research employees in each age cohort who have been granted tenure.

University of Missouri

The University of Missouri system has the highest percent of tenured instruction/research employees of any of the segments or groups of institutions compared in this report. It, also, has a slightly older faculty with respect to percentage of faculty who are in the age groups over 44 years. See Table 3 below. The tenure percentage for

TABLE 3. UNIVERSITY OF MISSOURI, FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES, AGE AND TENURE STATUS, 1978-79

Age	All I/R Employees	Percent in age group	Tenured I/R Emp.	Non-tenured On-track	Total I/R On-track	Percent Tenured
Less than 25	3	0.0	0	2	2	0.0
25-34 Years	354	17.3	47	259	306	15.4
35-44 Years	778	38.0	588	161	749	78.5
45-49 Years	319	15.6	280	30	310	90.3
50-54 Years	226	11.0	208	10	218	95.4
55-59 Years	196	9.6	184	8	192	95.8
60-62 Years	87	4.2	83	1	84	98.8
63-65 Years	37	1.8	36	0	36	100.0
66-69 Years	28	1.4	28	0	28	100.0
70 and Over	2	0.0	2	0	2	100.0
Age Unknown	20	1.0	0	17	17	0.0
TOTAL	2,050	99.9*	1,456	488	1,944	74.9

Source: MDHE Form 11-0, Fall 1978

instructional faculty over 34 years at UM is higher than for the other state four-year institutions. Most of these instructional faculty will be employed for the next two to three decades by the University of Missouri. The UM campuses also have more employees whose sole assignment is research and are not reported here. Because some of these research faculty have tenure, the complete tenure situation at the University of Missouri is not presented.

State Four-Year Institutions

The composition of faculty in the other state four-year institutions in Missouri is similar to the overall pattern described in Section II. See Table 4, below. Sixty-four percent of those eligible for tenure at these state four-year institutions have been granted tenure. Compared to the UM campuses, these institutions have a slightly higher percentage of faculty who are below 35 years of age. They also have slightly lower percentage of the 35 to 44 age group who have been granted tenure. However, about 72% of those between the ages of 35-49 have been granted tenure, again representing a sizeable resource commitment for this group of institutions for the next 15-30 years.

TABLE 4. STATE FOUR-YEAR INSTITUTIONS OTHER THAN THE UNIVERSITY OF MISSOURI, FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES, AGE AND TENURE STATUS, 1978-79

Age	All I/R Employees	Percent in age group	Tenured I/R Emp.	Non-tenured On-track	Total I/R On-track	Percent Tenured
Less than 25	21	0.9	0	12	12	0.0
25-34 Years	592	25.0	73	360	433	16.9
35-44 Years	852	35.9	511	245	756	67.6
45-49 Years	357	15.1	265	53	318	83.3
50-54 Years	217	9.2	171	30	201	85.1
55-59 Years	184	7.8	156	14	170	91.8
60-62 Years	77	3.2	70	3	73	95.9
63-65 Years	51	2.2	45	1	46	97.8
66-69 Years	10	0.4	5	1	6	83.3
70 and Over	1	0.0	0	0	0	0.0
Age Unknown	8	0.3	0	0	0	0.0
TOTAL	2,370	100.0	1,296	719	2,015	64.3

Source: MDHE Form 11.0, Fall 1978

State Two-Year Institutions

State-supported two-year institutions have 1,123 full-time instruction/research employees. Tenure policies for two-year institutions in Missouri are determined by local boards. In some instances local school district laws apply to two-year colleges, in other instances they do not. As a result, there is a wide variation in tenure policies and procedures in Missouri two-year colleges. Some of these institutions grant five-year contracts, and still others have no tenure policies. The flexibility of state-supported two-year institutions with respect to future employment patterns of existing faculty is not uniform for all of the state-supported institutions due to these variations in tenure policy. Faculty at the state-supported two-year institutions are younger than the faculty at the University of Missouri but about the same age as faculty at the other four-year institutions. Refer to Table 5, below.

TABLE 5. STATE TWO-YEAR INSTITUTIONS, FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES, AGE AND TENURE STATUS, 1978-79

Age	All I/R Employees	Percent in age group	Tenured I/R Emp.	Non-tenured On-track	Total I/R On-track	Percent Tenured
Less than 25	9	0.8	0	8	8	0.0
25-34 Years	284	25.3	48	180	228	21.1
35-44 Years	445	39.6	113	253	366	30.9
45-49 Years	151	13.4	53	80	133	39.9
50-54 Years	97	8.6	33	48	81	40.7
55-59 Years	85	7.6	36	39	75	48.0
60-62 Years	20	1.8	9	9	18	50.0
63-65 Years	20	1.8	5	11	16	31.3
66-69 Years	10	0.9	5	5	10	50.0
70 and Over	2	0.2	0	2	2	0.0
Age Unknown	0	0.0	0	0	0	0.0
TOTAL	1,123	100.0	302	635	937	32.2

Source: MDHE Form 11-0, Fall 1978

Independent Institutions

The age and tenure patterns for instruction/research employees at the independent colleges and universities in Missouri, as a group, reflects very closely the overall patterns for the faculty of all institutions described in the Section II. There is considerable variation within this sector, however, as the data presented in Section III indicate. Three of the independent institutions did not report: Cottey College, Park College and Saint Louis University. The first two institutions are small and the absence of these data does not distort these figures in any large way. However, Saint Louis University is large and would impact on these figures. Refer to Table 6.

TABLE 6. INDEPENDENT INSTITUTIONS, FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES, AGE AND TENURE STATUS, 1978-79*

Age	All I/R Employees	Percent in age group	Tenured I/R Emp.	Non-tenured On-track	Total I/R On-track	Percent Tenured
Less than 25	14	0.6	1	9	10	10.0
25-34 Years	559	22.6	38	384	422	9.0
35-44 Years	897	36.3	431	406	837	51.5
45-49 Years	329	13.3	224	79	303	73.9
50-54 Years	224	9.1	164	49	213	77.0
55-59 Years	240	9.7	195	36	231	84.4
60-62 Years	90	3.6	75	9	84	89.3
63-65 Years	68	2.8	57	4	61	93.4
66-69 Years	28	1.1	13	5	18	72.2
70 and Over	9	0.4	3	1	4	75.0
Age Unknown	13	0.5	2	1	3	66.7
TOTAL	2,471	100.0	1,203	983	2,186	55.0

Source: MDHE Form 11-0, Fall 1978

*Saint Louis University, Cottey College and Park College did not complete the MDHE Form 11-0 in time to be included in this report.

Professional and Technical Institutions

Two-hundred and forty-five full-time instruction/research employees were reported by institutions in the professional and technical sector. Refer to Table 7, below. There are some differences between the professional and technical institutions and institutions in other sectors. First, there is the large variation in the types of institutions in this sector; it includes technical institutes, schools of osteopathic medicine, and art and music institutes. Second, the percentage of instruction/research employees eligible for tenure in this sector is lower than in any other sector. The faculty is younger, overall, than in other institutional sectors, except for state two-year colleges. Because of the wide variation in tenure patterns among these institutions, broad inferences cannot be drawn for the sector as a whole.

TABLE 7. PROFESSIONAL AND TECHNICAL INSTITUTIONS, FULL-TIME INSTRUCTION/RESEARCH EMPLOYEES, AGE AND TENURE STATUS, 1978-79

Age	All I/R Employees	Percent of all I/R Emp.	Tenured I/R Emp.	Non-tenured On-track	Total I/R On-track	Percent Tenured
Less than 25	1	0.4	0	0	0	0.0
25-34 Years	81	33.1	10	39	49	20.4
35-44 Years	90	36.7	30	23	53	56.6
45-49 Years	20	8.2	13	0	13	100.0
50-54 Years	27	11.0	16	3	19	84.2
55-59 Years	9	3.7	4	0	4	100.0
60-62 Years	9	3.7	2	1	3	66.7
63-65 Years	6	2.4	3	0	3	100.0
66-69 Years	1	0.4	0	0	0	0.0
70 and Over	1	0.4	0	0	0	0.0
Age Unknown	0	0.0	0	0	0	0.0
TOTAL	245	100.0	78	66	144	54.6

Source: MDHE Form 11-0, Fall 1978

V. Conclusions

This report provides a base year of information about the age and tenure status of full-time instructional faculty in Missouri higher education institutions. The conclusions that can be drawn from this first year's information are limited. However, the data do raise issues with important implications and indicate a need for increasing awareness of these issues.

First, well over half of the instruction/research employees in Missouri higher education institutions that are eligible for tenure have been granted tenure. The instructional faculty is young, with the majority, 60%, being below the age of 45. This group is the most subject to institutional decisions about tenure, since it is the least tenured group. If institutions are going to maintain or increase their flexibility to hire new faculty during a period when enrollments are stable or declining, they will have to make these tenure decisions thoughtfully. One implication of the present faculty age distribution, assuming current patterns persist, is that most of the current faculty will probably be employed by the higher education institutions in Missouri for the next two decades. This information should certainly be heeded by planners at both the state and institutional levels. The future resource commitments made by tenure decisions regarding young faculty are significant because of the labor-intensive nature of higher education.

A second conclusion that can be drawn from this base year of data is that there is diversity in both the age and the tenure status of instruction/research employees at institutions in each sector of Missouri higher education. Within the state-supported sector, the University of Missouri system has the oldest faculty and the faculty with highest tenure percentage. At the University of Missouri those faculty who are below 45 years of age tend to have higher tenure rates than faculty less than 45 at the other state-supported institutions. State two-year institutions,

in contrast, tend to have a younger faculty than the four-year institutions. The instructional faculty at two-year institutions are also subject to more diverse tenure policies than faculty in the other state-supported institutions. For the state four-year institutions that are not part of the University of Missouri system, the overall pattern is similar to the general pattern for all institutions. However, there is a wide variation in the percentage who have tenure at these four-year institutions. Retirements cannot be expected to have a major impact in the short term on any of these institutions.

The independent institutions also appear to be similar to the overall pattern. They tend to have the majority of their faculty below 45 years of age. This group tends to be the least tenured. While these institutions may have slightly higher percentages of faculty in the over 60 year age group, they cannot anticipate large numbers of faculty retiring. These institutions have also had the most stable enrollment pattern during the past five years (MDHE Research and Planning Series, Report 79-1).

One general conclusion that can be drawn from this first year of data is that the policymakers in Missouri higher education need to think about the continuing education needs of instructional faculty. In many institutions, significant portions of future instructional budgets have been committed to the future employment of individuals who will probably be employees for the next two to three decades. While qualitative information about interests and aspirations of faculty are not discussed in this report, consideration should be given by policymakers and planners to these factors. Policymakers probably need to consider ways in which existing faculty can increase their flexibility with respect to the subjects they teach, to new areas they explore and research, or to the kinds of professional experiences they have. For example, if instructional computing is to be more widely used in Missouri higher education, then training existing faculty in the uses of computerized-instruction techniques will be necessary for implementation of these practices.

A second general conclusion is that while retirement will not have an impact on the institutions in the short or medium terms, in 15-20 years faculty retirements may be an important issue facing policymakers. By the middle 1990's, many of the faculty who are currently below 45 years of age will be nearing retirement age. This suggests a possible faculty shortage may occur, a sharp contrast to the current PhD surplus.* Planning for faculty should be an important agenda item.

*A. M. Cartter, Ph.D's and the Academic Labor Market, NY, McGraw-Hill, 1976.

APPENDIX

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002516 1010 2A 79 UNIVERSITY OF MO-COLUMBIA					
LESS THAN 25	2	0	1	1	.0
25-34 YEARS	172	22	131	153	14.0
35-44 YEARS	337	253	75	328	77.0
45-49 YEARS	139	128	8	136	94.0
50-54 YEARS	103	98	3	101	97.0
55-59 YEARS	99	95	3	98	96.0
60-62 YEARS	49	47	0	47	100.0
63-65 YEARS	22	21	0	21	100.0
66-69 YEARS	16	16	0	16	100.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	7	0	7	7	.0
TOTAL	946	680	228	908	74.0
002518 1020 2A 79 UNIVERSITY OF MO-KANSAS CITY					
LESS THAN 25	1	0	1	1	.0
25-34 YEARS	72	7	52	59	11.0
35-44 YEARS	163	117	38	155	75.0
45-49 YEARS	69	60	8	68	88.0
50-54 YEARS	64	55	5	60	91.0
55-59 YEARS	50	46	4	50	92.0
60-62 YEARS	24	22	1	23	95.0
63-65 YEARS	7	7	0	7	100.0
66-69 YEARS	8	8	0	8	100.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	4	0	3	3	.0
TOTAL	462	322	112	434	74.0
002517 1030 2A 79 UNIVERSITY OF MO-ROLLA					
LESS THAN 25	0	0	0		.0
25-34 YEARS	23	6	12	18	33.0
35-44 YEARS	130	110	16	126	87.0
45-49 YEARS	68	60	7	67	89.0
50-54 YEARS	32	31	0	31	100.0
55-59 YEARS	31	29	0	28	100.0
60-62 YEARS	7	7	0	7	100.0
63-65 YEARS	5	5	0	5	100.0
66-69 YEARS	2	2	0	2	100.0
70 AND OVER	1	1	0	1	100.0
AGE UNKNOWN	0	0	0		.0
TOTAL	299	250	35	285	87.0
002519 1040 2A 79 UNIVERSITY OF MO-ST LOUIS					
LESS THAN 25	0	0	0		.0
25-34 YEARS	87	12	64	76	15.0
35-44 YEARS	148	108	32	140	77.0

AUG 23, 1979 APPENDIX

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002519 1040 2A 79	UNIVERSITY OF MO-ST LOUIS				
45-49 YEARS	43	32	7	39	82.0
50-54 YEARS	27	24	2	26	92.0
55-59 YEARS	16	15	1	16	93.0
60-62 YEARS	7	7	0	7	100.0
63-65 YEARS	3	3	0	3	100.0
66-69 YEARS	2	2	0	2	100.0
70 AND OVER	1	1	0	1	100.0
AGE UNKNOWN	9	0	7	7	.0
TOTAL	343	204	113	317	64.0
002454 2010 2A 79	CENTRAL MO STATE UNIVERSITY				
LESS THAN 25	9	0	8	8	.0
25-34 YEARS	103	14	87	101	13.0
35-44 YEARS	142	96	44	140	68.0
45-49 YEARS	77	64	11	75	85.0
50-54 YEARS	46	36	10	46	78.0
55-59 YEARS	40	39	0	39	100.0
60-62 YEARS	11	9	2	11	81.0
63-65 YEARS	10	10	0	10	100.0
66-69 YEARS	1	1	0	1	100.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	439	269	162	431	62.0
002466 2020 2A 79	HARRIS-STOWE COLLEGE				
25-34 YEARS	10	3	7	10	30.0
35-44 YEARS	10	10		10	100.0
45-49 YEARS	12	11	1	12	91.0
50-54 YEARS	5	4	1	5	80.0
55-59 YEARS	3	3		3	100.0
60-62 YEARS	2	2		2	100.0
63-65 YEARS	2	2		2	100.0
66-69 YEARS	1	1		1	100.0
TOTAL	45	36	9	45	80.0
002479 2030 2A 79	LINCOLN UNIVERSITY				
LESS THAN 25	0	0	0		.0
25-34 YEARS	27	1	7	8	12.0
35-44 YEARS	43	10	23	33	30.0
45-49 YEARS	28	15	8	23	65.0
50-54 YEARS	6	4	2	6	66.0
55-59 YEARS	14	11	2	13	84.0
60-62 YEARS	5	4	1	5	80.0
63-65 YEARS	8	7	0	7	100.0
66-69 YEARS	0	0	0		.0

AUG 23, 1979 APPENDIX

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002479 2030 2A 79 LINCOLN UNIVERSITY					
70 AND OVER	0	0	0		.0
AGE UNKNOWN	8	0	0		.0
TOTAL	139	52	43	95	54.0
002488 2040 2A 79 MO SOUTHERN STATE COLLEGE					
25-34 YEARS	38	1	31	32	3.0
35-44 YEARS	75	31	38	69	44.0
45-49 YEARS	16	9	7	16	56.0
50-54 YEARS	12	8	4	12	66.0
55-59 YEARS	11	10	1	11	90.0
63-65 YEARS	1	1		1	100.0
TOTAL	153	60	81	141	42.0
002490 2050 2A 79 MO WESTERN STATE COLLEGE					
LESS THAN 25	1		1	1	.0
25-34 YEARS	53	11	42	53	20.0
35-44 YEARS	50	33	17	50	66.0
45-49 YEARS	13	9	4	13	69.0
50-54 YEARS	11	9	2	11	81.0
55-59 YEARS	9	8	1	9	88.0
60-62 YEARS	2	2		2	100.0
63-65 YEARS	3	3		3	100.0
TOTAL	142	75	67	142	52.0
002495 2060 2A 79 NORTHEAST MO STATE UNIVERSITY					
LESS THAN 25	2	0	1	1	.0
25-34 YEARS	56	5	30	35	14.0
35-44 YEARS	78	59	7	66	89.0
45-49 YEARS	31	29	1	30	96.0
50-54 YEARS	24	19	4	23	82.0
55-59 YEARS	21	18	1	19	94.0
60-62 YEARS	16	16	0	16	100.0
63-65 YEARS	8	7	0	7	100.0
66-69 YEARS	4	0	0		.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	240	153	44	197	77.0
002496 2070 2A 79 NORTHWEST MO STATE UNIVERSITY					
LESS THAN 25	2				.0
25-34 YEARS	58	7	34	41	17.0
35-44 YEARS	106	67	23	90	74.0
45-49 YEARS	46	25	9	34	73.0

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002496 2070 2A 79	NORTHWEST MO STATE UNIVERSITY				
50-54 YEARS	27	20	0	20	100.0
55-59 YEARS	23	17	2	19	89.0
60-62 YEARS	11	11	0	11	100.0
63-65 YEARS	4	4	0	4	100.0
66-69 YEARS	1	0	1	1	.0
TOTAL	278	151	69	220	68.0
002501 2080 2A 79	SOUTHEAST MO STATE UNIVERSITY				
LESS THAN 25	5	0	0		.0
25-34 YEARS	115	3	28	31	9.0
35-44 YEARS	141	72	25	97	74.0
45-49 YEARS	55	36	4	40	90.0
50-54 YEARS	41	29	4	33	87.0
55-59 YEARS	27	22	2	24	91.0
60-62 YEARS	14	10	0	10	100.0
63-65 YEARS	8	6	0	6	100.0
TOTAL	406	178	63	241	73.0
002503 2090 2A 79	SOUTHWEST MO STATE UNIVERSITY				
LESS THAN 25	2	0	2	2	.0
25-34 YEARS	132	28	94	122	22.0
35-44 YEARS	207	133	68	201	66.0
45-49 YEARS	79	67	8	75	89.0
50-54 YEARS	45	42	3	45	93.0
55-59 YEARS	36	28	5	33	84.0
60-62 YEARS	16	16	0	16	100.0
63-65 YEARS	7	5	1	6	83.0
66-69 YEARS	3	3	0	3	100.0
70 AND OVER	1	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	528	322	181	503	64.0
002459 3010 2A 79	CROWDER COLLEGE				
25-34 YEARS	5				.0
35-44 YEARS	10				.0
45-49 YEARS	3				.0
50-54 YEARS	5				.0
55-59 YEARS	2				.0
60-62 YEARS	1				.0
63-65 YEARS	1				.0
TOTAL	27				.0
008862 3020 2A 79	EAST CENTRAL JUNIOR COLLEGE				

AUG 23. 1979 APPENDIX

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
008862 3020 2A 79 EAST CENTRAL JUNIOR COLLEGE					
25-34 YEARS	17				.0
35-44 YEARS	26				.0
45-49 YEARS	1				.0
50-54 YEARS	1				.0
55-59 YEARS	1				.0
TOTAL	46				.0
007102 3030 2A 79 JEFFERSON COLLEGE					
LESS THAN 25	4		4	4	.0
25-34 YEARS	27	9	18	27	33.0
35-44 YEARS	25	18	7	25	72.0
45-49 YEARS	7	2	5	7	28.0
50-54 YEARS	8	5	3	8	62.0
55-59 YEARS	8	5	3	8	62.0
60-62 YEARS	1		1	1	.0
TOTAL	80	39	41	80	48.0
009140 3050 2A 79 LONGVIEW COMM COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	7	6	1	7	85.0
35-44 YEARS	21	21	0	21	100.0
45-49 YEARS	11	11	0	11	100.0
50-54 YEARS	9	9	0	9	100.0
55-59 YEARS	10	10	0	10	100.0
60-62 YEARS	0	0	0		.0
63-65 YEARS	2	2	0	2	100.0
66-69 YEARS	1	1	0	1	100.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	61	60	1	61	98.0
009139 3060 2A 79 MAPLE WOODS COMM COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	5	5	0	5	100.0
35-44 YEARS	19	19	0	19	100.0
45-49 YEARS	5	5	0	5	100.0
50-54 YEARS	3	3	0	3	100.0
55-59 YEARS	2	2	0	2	100.0
60-62 YEARS	4	4	0	4	100.0
63-65 YEARS	0	0	0		.0
66-69 YEARS	0	0	0		.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	38	38	0	38	100.0

AUG 23, 1979 APPENDIX

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002484 3070 2A 79 PENN VALLEY COMM COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	23	15	8	23	65.0
35-44 YEARS	33	30	3	33	90.0
45-49 YEARS	25	25	0	25	100.0
50-54 YEARS	10	10	0	10	100.0
55-59 YEARS	13	13	0	13	100.0
60-62 YEARS	4	4	0	4	100.0
63-65 YEARS	3	3	0	3	100.0
66-69 YEARS	4	4	0	4	100.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	115	104	11	115	90.0
029029 3080 2A 79 PIONEER COMM COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	7	0	7	7	.0
35-44 YEARS	2	0	2	2	.0
45-49 YEARS	1	0	1	1	.0
50-54 YEARS	1	0	1	1	.0
55-59 YEARS	0	0	0		.0
60-62 YEARS	1	1	0	1	100.0
63-65 YEARS	0	0	0		.0
66-69 YEARS	0	0	0		.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	12	1	11	12	8.0
002486 3090 2A 79 MINERAL AREA COLLEGE					
LESS THAN 25	1	0	0		.0
25-34 YEARS	9	0	0		.0
35-44 YEARS	21	0	0		.0
45-49 YEARS	5	0	0		.0
50-54 YEARS	7	0	0		.0
55-59 YEARS	5	0	0		.0
60-62 YEARS	0	0	0		.0
63-65 YEARS	1	0	0		.0
66-69 YEARS	0	0	0		.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	49	0	0		.0
002491 3100 2A 79 MOBERLY JUNIOR COLLEGE					
LESS THAN 25	3	0	3	3	.0
25-34 YEARS	7	2	5	7	28.0
35-44 YEARS	9	5	4	9	55.0

AUG 23, 1979 APPENDIX

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002491 3100 2A 79	MOBERLY JUNIOR COLLEGE				
45-49 YEARS	2	2	0	2	100.0
50-54 YEARS	3	3	0	3	100.0
55-59 YEARS	1	1	0	1	100.0
TOTAL	25	13	12	25	52.0
002470 3120 2A 79	ST LOUIS CC-FLORISSANT VALLEY				
25-34 YEARS	40		40	40	.0
35-44 YEARS	79		79	79	.0
45-49 YEARS	32		32	32	.0
50-54 YEARS	18		18	18	.0
55-59 YEARS	9		9	9	.0
60-62 YEARS	1		1	1	.0
63-65 YEARS	2		2	2	.0
66-69 YEARS	2		2	2	.0
TOTAL	183		183	183	.0
002471 3130 2A 79	ST LOUIS CC-FOREST PARK				
25-34 YEARS	39		39	39	.0
35-44 YEARS	79		79	79	.0
45-49 YEARS	22		22	22	.0
50-54 YEARS	14		14	14	.0
55-59 YEARS	11		11	11	.0
60-62 YEARS	2		2	2	.0
63-65 YEARS	4		4	4	.0
66-69 YEARS	2		2	2	.0
70 AND OVER	1		1	1	.0
TOTAL	174		174	174	.0
002472 3140 2A 79	ST LOUIS CC-MERAMEC				
25-34 YEARS	47		47	47	.0
35-44 YEARS	74		74	74	.0
45-49 YEARS	17		17	17	.0
50-54 YEARS	11		11	11	.0
55-59 YEARS	15		15	15	.0
60-62 YEARS	5		5	5	.0
63-65 YEARS	5		5	5	.0
66-69 YEARS	1		1	1	.0
70 AND OVER	1		1	1	.0
TOTAL	176		176	176	.0
008080 3150 2A 79	STATE FAIR COMMUNITY COLLEGE				
LESS THAN 25	0				.0
25-34 YEARS	21				.0

AUG 23, 1979 APPENDIX

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
009080 3150 2A 79	STATE FAIR COMMUNITY COLLEGE				
35-44 YEARS	20				.0
45-49 YEARS	9				.0
50-54 YEARS	3				.0
55-59 YEARS	2				.0
60-62 YEARS	1				.0
63-65 YEARS	1				.0
66-69 YEARS	0				.0
70 AND OVER	0				.0
AGE UNKNOWN	0				.0
TOTAL	57				.0
004713 3160 2A 79	THREE RIVERS COMMUNITY COLLEG				
LESS THAN 25	1		1	1	.0
25-34 YEARS	14	5	5	10	50.0
35-44 YEARS	13	10	1	11	90.0
45-49 YEARS	9	8	1	9	88.0
50-54 YEARS	3	2	1	3	66.0
55-59 YEARS	5	4	1	5	80.0
63-65 YEARS	1				.0
TOTAL	46	29	10	39	74.0
002514 3170 2A 79	TRENTON JUNIOR COLLEGE				
25-34 YEARS	16	6	10	16	37.0
35-44 YEARS	14	10	4	14	71.0
45-49 YEARS	2	0	2	2	.0
50-54 YEARS	1	1		1	100.0
55-59 YEARS	1	1		1	100.0
TOTAL	34	18	16	34	52.0
002520 4030 2A 79	WASHINGTON UNIVERSITY				
LESS THAN 25	3	0	2	2	.0
25-34 YEARS	224	9	121	130	6.0
35-44 YEARS	472	230	214	444	51.0
45-49 YEARS	128	105	18	123	85.0
50-54 YEARS	96	83	11	94	88.0
55-59 YEARS	137	122	13	135	90.0
60-62 YEARS	48	42	5	47	89.0
63-65 YEARS	26	23	2	25	92.0
66-69 YEARS	14	11	1	12	91.0
70 AND OVER	4	3	0	3	100.0
AGE UNKNOWN	3	1	1	2	50.0
TOTAL	1155	629	388	1017	61.0

AUG 23, 1979 APPENDIX

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002449 5010 2A 79 AVILA COLLEGE					
25-34 YEARS	19		19	19	.0
35-44 YEARS	22		22	22	.0
45-49 YEARS	14		14	14	.0
50-54 YEARS	10		10	10	.0
55-59 YEARS	7	1	6	7	14.0
60-62 YEARS	1		1	1	.0
63-65 YEARS	1		1	1	.0
66-69 YEARS	1		1	1	.0
TOTAL	75	1	74	75	1.0
990001 5020 2A 79 CARDINAL NEWMAN COLLEGE					
25-34 YEARS	1				.0
35-44 YEARS	1				.0
45-49 YEARS	2				.0
60-62 YEARS	1				.0
TOTAL	5				.0
002453 5030 2A 79 CENTRAL METHODIST COLLEGE					
LESS THAN 25	1	0	1	1	.0
25-34 YEARS	13	0	11	11	.0
35-44 YEARS	24	14	7	21	66.0
45-49 YEARS	19	11	4	15	73.0
50-54 YEARS	5	4	0	4	100.0
55-59 YEARS	5	3	1	4	75.0
60-62 YEARS	4	3	1	4	75.0
63-65 YEARS	0	0	0		.0
66-69 YEARS	1	0	0		.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	10	1	0	1	100.0
TOTAL	83	36	26	62	58.0
002456 5040 2A 79 COLUMBIA COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	16	5	11	16	31.0
35-44 YEARS	20	13	7	20	65.0
45-49 YEARS	6	5	1	6	83.0
50-54 YEARS	1	1	0	1	100.0
55-59 YEARS	3	3	0	3	100.0
60-62 YEARS	5	4	1	5	80.0
63-65 YEARS	2	1	1	2	50.0
66-69 YEARS	0	0	0		.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	53	32	21	53	60.0

AUG 23, 1979 APPENDIX

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002460 5050 2A 79 CULVER-STOCKTON COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	8	3	5	8	37.0
35-44 YEARS	10	8	2	10	80.0
45-49 YEARS	9	6	3	9	66.0
50-54 YEARS	2	1	1	2	50.0
55-59 YEARS	6	6	0	6	100.0
60-62 YEARS	0	0	0		.0
63-65 YEARS	0	0	0		.0
66-69 YEARS	1	1	0	1	100.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	36	25	11	36	69.0
002461 5060 2A 79 DRURY COLLEGE					
25-34 YEARS	12	1	11	12	8.0
35-44 YEARS	19	11	8	19	57.0
45-49 YEARS	8	8	0	8	100.0
50-54 YEARS	10	7	3	10	70.0
55-59 YEARS	4	4	0	4	100.0
60-62 YEARS	4	4	0	4	100.0
63-65 YEARS	1	1	0	1	100.0
TOTAL	58	36	22	58	62.0
002463 5070 2A 79 EVANGEL COLLEGE					
LESS THAN 25	0				.0
25-34 YEARS	15	1	14	15	6.0
35-44 YEARS	13	10	3	13	76.0
45-49 YEARS	10	7	3	10	70.0
50-54 YEARS	3	2	1	3	66.0
55-59 YEARS	6	4	2	6	66.0
60-62 YEARS	3	2	1	3	66.0
63-65 YEARS	1	1		1	100.0
TOTAL	51	27	24	51	52.0
002464 5080 2A 79 FONTBONNE COLLEGE					
25-34 YEARS	22	3	19	22	13.0
35-44 YEARS	16	6	10	16	37.0
45-49 YEARS	2	2		2	100.0
50-54 YEARS	7	4	3	7	57.0
55-59 YEARS	6	5	1	6	83.0
60-62 YEARS	2	2		2	100.0
63-65 YEARS	3	3		3	100.0
66-69 YEARS	1		1	1	.0
70 AND OVER	1		1	1	.0
TOTAL	60	25	35	60	41.0

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002464 5080 2A 79 FONTBONNE COLLEGE					
009089 5090 2A 79 HANNIBAL-LAGRANGE COLLEGE					
LESS THAN 25	1				.0
25-34 YEARS	7				.0
35-44 YEARS	6				.0
45-49 YEARS	2				.0
50-54 YEARS	0				.0
55-59 YEARS	1				.0
60-62 YEARS	3				.0
63-65 YEARS	1				.0
66-69 YEARS	1				.0
70 AND OVER	0				.0
AGE UNKNOWN	0				.0
TOTAL	22				.0
002480 5100 2A 79 LINDENWOOD COLLEGES					
25-34 YEARS	5	2	3	5	40.0
35-44 YEARS	26	12	14	26	46.0
45-49 YEARS	7	5	2	7	71.0
50-54 YEARS	4	4		4	100.0
55-59 YEARS	5	5		5	100.0
60-62 YEARS	1	1		1	100.0
63-65 YEARS	1	1		1	100.0
TOTAL	49	30	19	49	61.0
002482 5110 2A 79 MARYVILLE COLLEGE					
LESS THAN 25	1	1		1	100.0
25-34 YEARS	12		12	12	.0
35-44 YEARS	19	5	14	19	26.0
45-49 YEARS	4	2	2	4	50.0
50-54 YEARS	6	2	4	6	33.0
55-59 YEARS	3	2	1	3	66.0
63-65 YEARS	1	1		1	100.0
TOTAL	46	13	33	46	28.0
007540 5120 2A 79 MISSOURI BAPTIST COLLEGE					
25-34 YEARS	3				.0
35-44 YEARS	3				.0
45-49 YEARS	3				.0
50-54 YEARS	1				.0
55-59 YEARS	2				.0
60-62 YEARS	1				.0
63-65 YEARS	3				.0

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
007540 5120 2A 79 MISSOURI BAPTIST COLLEGE					
66-69 YEARS	2				.0
70 AND OVER	2				.0
TOTAL	20				.0
002489 5130 2A 79 MO VALLEY COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	4	0	4	4	.0
35-44 YEARS	10	5	5	10	50.0
45-49 YEARS	8	7	1	8	87.0
50-54 YEARS	1	1	0	1	100.0
55-59 YEARS	2	1	1	2	50.0
60-62 YEARS	2	2	0	2	100.0
TOTAL	27	16	11	27	59.0
002499 5150 2A 79 ROCKHURST COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	22	2	20	22	9.0
35-44 YEARS	18	9	9	18	50.0
45-49 YEARS	11	6	5	11	54.0
50-54 YEARS	10	8	2	10	80.0
55-59 YEARS	11	10	1	11	90.0
60-62 YEARS	3	3	0	3	100.0
63-65 YEARS	3	3	0	3	100.0
66-69 YEARS	1	1	0	1	100.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	79	42	37	79	53.0
002500 5160 2A 79 SCHOOL OF THE OZARKS					
LESS THAN 25	2		2	2	.0
25-34 YEARS	15	4	11	15	26.0
35-44 YEARS	39	22	17	39	56.0
45-49 YEARS	10	10		10	100.0
50-54 YEARS	7	6	1	7	85.0
55-59 YEARS	2	1	1	2	50.0
60-62 YEARS	1	1		1	100.0
63-65 YEARS	1	1		1	100.0
TOTAL	77	45	32	77	58.0
002502 5170 2A 79 SOUTHWEST BAPTIST COLLEGE					
LESS THAN 25	1	0	1	1	.0
25-34 YEARS	19	0	19	19	.0
35-44 YEARS	21	11	10	21	52.0

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002502 5170 2A 79 SOUTHWEST BAPTIST COLLEGE					
45-49 YEARS	20	15	5	20	75.0
50-54 YEARS	9	7	2	9	77.0
55-59 YEARS	3	1	2	3	33.0
60-62 YEARS	0	0	0		.0
63-65 YEARS	0	0	0		.0
66-69 YEARS	0	0	0		.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	73	34	39	73	46.0
002512 5180 2A 79 STEPHENS COLLEGE					
LESS THAN 25	1		1	1	.0
25-34 YEARS	27		27	27	.0
35-44 YEARS	38	16	22	38	42.0
45-49 YEARS	17	13	4	17	76.0
50-54 YEARS	16	11	5	16	68.0
55-59 YEARS	19	14	5	19	73.0
60-62 YEARS	4	4		4	100.0
63-65 YEARS	11	11		11	100.0
TOTAL	133	69	64	133	51.0
002513 5190 2A 79 TARKIO COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	12	0	0		.0
35-44 YEARS	15	8	3	11	72.0
45-49 YEARS	1	0	1	1	.0
50-54 YEARS	0	0	0		.0
55-59 YEARS	2	2	0	2	100.0
60-62 YEARS	1	1	0	1	100.0
63-65 YEARS	0	0	0		.0
66-69 YEARS	0	0	0		.0
70 AND OVER	0	0	0		.0
TOTAL	31	11	4	15	73.0
002521 5200 2A 79 WEBSTER COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	23	1	22	23	4.0
35-44 YEARS	24	10	14	24	41.0
45-49 YEARS	11	2	9	11	18.0
50-54 YEARS	9	4	5	9	44.0
55-59 YEARS	3	3	0	3	100.0
60-62 YEARS	0	0	0		.0
63-65 YEARS	1	1	0	1	100.0
66-69 YEARS	1	0	1	1	.0
TOTAL	72	21	51	72	29.0

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002521 5200 2A 79 WEBSTER COLLEGE					
002523 5210 2A 79 WESTMINSTER COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	15	0	12	12	.0
35-44 YEARS	13	7	5	12	58.0
45-49 YEARS	4	4	0	4	100.0
50-54 YEARS	7	7	0	7	100.0
55-59 YEARS	2	2	0	2	100.0
60-62 YEARS	4	4	0	4	100.0
63-65 YEARS	3	3	0	3	100.0
66-69 YEARS	0	0	0		.0
70 AND OVER	0	0	0		.0
TOTAL	48	27	17	44	61.0
002524 5220 2A 79 WILLIAM JEWELL COLLEGE					
LESS THAN 25	0	0	0		.0
25-34 YEARS	19	2	17	19	10.0
35-44 YEARS	31	21	10	31	67.0
45-49 YEARS	16	11	5	16	68.0
50-54 YEARS	7	6	1	7	85.0
55-59 YEARS	6	4	2	6	66.0
60-62 YEARS	0	0	0		.0
63-65 YEARS	3	3	0	3	100.0
66-69 YEARS	1	0	1	1	.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	83	47	36	83	56.0
002525 5230 2A 79 WILLIAM WOODS COLLEGE					
25-34 YEARS	22	1	21	22	4.0
35-44 YEARS	19	11	8	19	57.0
45-49 YEARS	4	3	1	4	75.0
50-54 YEARS	5	5		5	100.0
55-59 YEARS	1	1		1	100.0
60-62 YEARS	1	1		1	100.0
63-65 YEARS	2	2		2	100.0
TOTAL	54	24	30	54	44.0
002475 6020 2A 79 KEMPER MILITARY SCH AND COLL					
45-49 YEARS	1	0	0		.0
50-54 YEARS	1	0	0		.0
66-69 YEARS	1	0	0		.0
TOTAL	3	0	0		.0

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002475 6020 2A 79 KEMPER MILITARY SCH AND COLL					
002507 6030 2A 79 ST MARY'S COLLEGE OF O'FALLON					
LESS THAN 25	1				.0
25-34 YEARS	5				.0
35-44 YEARS	6				.0
45-49 YEARS	2				.0
50-54 YEARS	5				.0
55-59 YEARS	2				.0
63-65 YEARS	2				.0
66-69 YEARS	1				.0
TOTAL	24				.0
002510 6040 2A 79 ST PAUL'S COLLEGE					
LESS THAN 25	2	0	2	2	.0
25-34 YEARS	9	4	5	9	44.0
35-44 YEARS	4	2	2	4	50.0
45-49 YEARS	3	2	1	3	66.0
50-54 YEARS	1	1	0	1	100.0
55-59 YEARS	1	1	0	1	100.0
60-62 YEARS	1	1	0	1	100.0
63-65 YEARS	2	2	0	2	100.0
66-69 YEARS	0	0	0		.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	23	13	10	23	56.0
002522 6050 2A 79 WENTWORTH MILITARY ACADEMY					
LESS THAN 25	1				.0
25-34 YEARS	10				.0
35-44 YEARS	8				.0
45-49 YEARS	7				.0
50-54 YEARS	1				.0
55-59 YEARS	1				.0
60-62 YEARS	0				.0
63-65 YEARS	0				.0
66-69 YEARS	2				.0
70 AND OVER	2				.0
AGE UNKNOWN	0				.0
TOTAL	32				.0
002473 7010 2A 79 KANSAS CITY ART INSTITUTE					
25-34 YEARS	14	0	14	14	.0
35-44 YEARS	20	14	6	20	70.0

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002475 6020 2A 79 KEMPER MILITARY SCH AND COLL					
002507 6030 2A 79 ST MARY'S COLLEGE OF O'FALLON					
LESS THAN 25	1				.0
25-34 YEARS	5				.0
35-44 YEARS	6				.0
45-49 YEARS	2				.0
50-54 YEARS	5				.0
55-59 YEARS	2				.0
63-65 YEARS	2				.0
66-69 YEARS	1				.0
TOTAL	24				.0
002510 6040 2A 79 ST PAUL'S COLLEGE					
LESS THAN 25	2	0	2	2	.0
25-34 YEARS	9	4	5	9	44.0
35-44 YEARS	4	2	2	4	50.0
45-49 YEARS	3	2	1	3	66.0
50-54 YEARS	1	1	0	1	100.0
55-59 YEARS	1	1	0	1	100.0
60-62 YEARS	1	1	0	1	100.0
63-65 YEARS	2	2	0	2	100.0
66-69 YEARS	0	0	0		.0
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	23	13	10	23	56.0
002522 6050 2A 79 WENTWORTH MILITARY ACADEMY					
LESS THAN 25	1				.0
25-34 YEARS	10				.0
35-44 YEARS	8				.0
45-49 YEARS	7				.0
50-54 YEARS	1				.0
55-59 YEARS	1				.0
60-62 YEARS	0				.0
63-65 YEARS	0				.0
66-69 YEARS	2				.0
70 AND OVER	2				.0
AGE UNKNOWN	0				.0
TOTAL	32				.0
002473 7010 2A 79 KANSAS CITY ART INSTITUTE					
25-34 YEARS	14	0	14	14	.0
35-44 YEARS	20	14	6	20	70.0

AUG 23. 1979 APPENDIX

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
002473 7010 2A 79 KANSAS CITY ART INSTITUTE					
45-49 YEARS	3	3	0	3	100.0
50-54 YEARS	4	3	1	4	75.0
55-59 YEARS	1	1	0	1	100.0
60-62 YEARS	1	1	0	1	100.0
TOTAL	43	22	21	43	51.0
002474 7020 2A 79 KC COLLEGE OF OSTEOPATHIC MED					
25-34 YEARS	8				.0
35-44 YEARS	23				.0
45-49 YEARS	4				.0
50-54 YEARS	5	1		1	100.0
55-59 YEARS	3	1		1	100.0
60-62 YEARS	6				.0
63-65 YEARS	5	2		2	100.0
70 AND OVER	1				.0
TOTAL	55	4		4	100.0
002477 7030 2A 79 KIRKSVILLE COLL OF OSTEOP MED					
25-34 YEARS	8		8	8	.0
35-44 YEARS	10		10	10	.0
45-49 YEARS	1	1		1	100.0
50-54 YEARS	2	1	1	2	50.0
55-59 YEARS	1	1		1	100.0
TOTAL	23	3	19	22	13.0
990002 7040 2A 79 LINN TECHNICAL COLLEGE					
25-34 YEARS	18	9	9	18	50.0
35-44 YEARS	12	9	3	12	75.0
45-49 YEARS	5	5		5	100.0
50-54 YEARS	8	8		8	100.0
60-62 YEARS	2	1	1	2	50.0
TOTAL	45	32	13	45	71.0
004703 7050 2A 79 LOGAN COLLEGE OF CHIROPRACTIC					
LESS THAN 25	0	0	0		.0
25-34 YEARS	9	1	0	1	100.0
35-44 YEARS	7	0	0		.0
45-49 YEARS	1	0	0		.0
50-54 YEARS	1	1	0	1	100.0
55-59 YEARS	2	0	0		.0
60-62 YEARS	0	0	0		.0
63-65 YEARS	0	0	0		.0
66-69 YEARS	0	0	0		.0

EMPLOYEE AGE GROUPS	ALL I/R EMPLOYEE	TENURED I/R EMP.	NON-TEN. ON-TRACK	TOT. I/R ON-TRACK	PERCENT TENURED
004703 7050 2A 79	LOGAN COLLEGE OF CHIROPRACTIC				
70 AND OVER	0	0	0		.0
AGE UNKNOWN	0	0	0		.0
TOTAL	20	2	0	2	100.0
002455 7060 2A 79	MO INSTITUTE OF TECHNOLOGY				
LESS THAN 25	1				.0
25-34 YEARS	5				.0
35-44 YEARS	3				.0
50-54 YEARS	1				.0
55-59 YEARS	1				.0
TOTAL	11				.0
002504 7070 2A 79	ST LOUIS COLLEGE OF PHARMACY				
25-34 YEARS	15		8	8	.0
35-44 YEARS	15	7	4	11	63.0
45-49 YEARS	6	4		4	100.0
50-54 YEARS	5	2	1	3	66.0
55-59 YEARS	1	1		1	100.0
63-65 YEARS	1	1		1	100.0
66-69 YEARS	1				.0
TOTAL	44	15	13	28	53.0
002505 7080 2A 79	ST LOUIS CONSERVATORY OF MUS				
25-34 YEARS	4				.0
50-54 YEARS	1				.0
TOTAL	5				.0